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ABSTRACT

Test items for the introduction to psychology and leadership course (see the final reports which summarize the course development project, EM 010 418, EM 010 419, and EM 010 484) which were compiled as part of the project documentation and which are coordinated with the text-workbook on authority and responsibility (EM 010 432, EM 010 433, EM 010 468, and EM 010 506) are provided in this document. Progress check items with answer sheets, research pretest items, and unused items are included for criterion referenced test items, and cumulative posttest items with content references comprise research norm referenced items. EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

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UNITED STATES NAVAL ACADEMY

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

TEST ITEM POOL

PART VI

AUTHORITY AND RESPONSIBILITY

EM 010 458

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INTRODUCTION

The test items included in this book have been prepared for use in the course, An Introduction to Psychology and Leadership. They have been compiled as part of the project documentation. Additionally, some instructors may find them of use in preparing their own quizzes and tests. The Table of Contents on the next page indicates the classification of the test items within segments. The Progress Check answers are identified by a title page. The research pretest items are identified by the word PRE in the upper right hand corner of the page. The unused items on which there are no data are identified by their enclosure in the rectangular box. The research norm referenced test items are identified by the acronym CPT in the top right corner of each page.

For those unfamiliar with the differences between criterion referenced items and norm referenced items, the following is briefly offered. Criterion referenced items test learning of specific objectives. Students are expected to perform quite well on these items if they have adequately used the instructional materials. Their relationship to the terminal and enabling objectives are referenced for each. A norm referenced item should display more discrimination power, i.e., they are expected to reflect the distinctions between students who have depth of knowledge as opposed to those who have a superficial knowledge. Since they do more than merely test objectives, they should be used cautiously since it would not be unusual or unfavorable for a large percentage of students to choose incorrectly in answering this type of item.

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   With content references.

ED 071313

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART SIX

AUTHORITY AND RESPONSIBILITY

Segment I

Concept of Authority

Progress Check

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WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

CONCEPT OF AUTHORITY

PROGRESS CHECK

Question 1.

LTJG Sharp, SC, USN, has been designated beach guard officer during a brief visit of the USS John F. Kennedy (CVA67) to Barcelona, Spain. Just prior to expiration of liberty, a fight breaks out on the fleet landing. LTJG Sharp immediately takes charge and quells the disturbance, placing the offenders on report.

Which statement correctly describes the basis of LTJG Sharp's authority?

a. LTJG Sharp's authority comes from the Captain of the USS John F. Kennedy.

b. LTJG Sharp's authority is derived through Navy Regulations which prescribe that all officers shall have necessary authority for performance of their duties.

c. The respect which the enlisted men have for the shore patrol is the basis of LTJG Sharp's authority.

d. LTJG Sharp's responsibility necessitates his authority, since authority and responsibility are commensurate.

Question 2.

LTJG Winkle, a good friend of LTJG Boone, is serving as OOD when he finds it necessary to issue an order prohibiting smoking, due to the unloading of some particularly dangerous munitions. LTJG Boone, in his quarters below, is not aware of the circumstances surrounding the order and is noticeably slow in complying.

Which statement gives the best explanation of LTJG Boone's behavior?

a. LTJG Boone believed that he would not be placed on report by LTJG Winkle.

b. LTJG Boone feels that orders should be issued through the chain of command.

c. LTJG Boone is attempting to reject peer authority.

d. LTJG Boone feels the no smoking regulation is ridiculous but does not desire to get caught violating it.

Question 3.

The MCMO is exercising authority over the Main Office Watch. Things seem to be proceeding with smartness and precision. Each of the watch participants appears to be carrying out the MCMO's orders in a skillful, prompt, and courteous manner. This MCMO had taken the time to emphasize each man's importance to the team effort, and commend each individually as he succeeds.

Which of the following statements best describes the power the MCMO is using?

a. The MCMO is adding power/influence to his formal authority by closely supervising his subordinates.

b. The MCMO is relying on the natural inclination of the members of the watch to obey those placed in charge.

c. The MCMO is adding power/influence to his formal authority by pretending to be each man's buddy.

d. The MCMO is adding power/influence to his formal authority by proper use of leadership skills.

Question 4.

Which of the following paragraphs best describes the source of authority in social groups (according to the formal authority theory)?

a. Each social group determines its own method (intentionally or spontaneously) of establishing authority in terms of its own folkways and mores.

b. Social groups determine their sources of authority in accordance with the dictates of the political structure of the country in which they live.

c. The source of authority in a social group is the same as the source of its income, for no group can survive without an economy.

d. A social group's authority originates through traditions, customs, and regulations.

Question 5.

ENS Fairplay has counseled SN Tardy on several occasions regarding his frequent failures to relieve the watch on time. SN Tardy once again shows up late to relieve the watch.

Which of the following statements correctly describes the action ENS Fairplay can take to improve Tardy's performance?

a. Restrict SN Tardy's liberty during the next in-port period.

b. Assign SN Tardy extra duty.

c. Assign SN Tardy an hour's extra instruction on matters pertaining to relieving the watch on time.

d. Administer any punishment which he feels pertains to SN Tardy's offense.

Question 6.

The acceptance theory offers what significant cues in ascertaining whether or not an individual is an effective leader?

a. According to the acceptance theory, the effective leader extends his support by developing his skills in working with people and increasing his sphere of authority as defined by his subordinates.

b. According to the acceptance theory, the effective leader extends his support through developing his communication skills and slowly acquiring more competent associates.

c. According to the acceptance theory, the effective leader extends his support by emphasizing caution in all his actions.

d. All of the above

Question 7.

MIDN Carter came to the U. S. Naval Academy after going to military school and serving one year as an enlisted Marine. He helped the other plebes adjust to military life by such things as holding military drill in their spare time.

Which theory of authority does this example illustrate?

a. Synthesis

b. Acceptance

c. Formal authority

d. Competence

Question 8.

During the intensive training period in Swift Boats on the West Coast, LT Daniels frequently gave his crews sudden orders to conduct maneuvers that were not being taught in the training course. LT Daniels had no practical or combat experience upon which he could base his rationale for the maneuvers but his crews carried out the orders as directed. For administrative reasons, however, LT Daniels could not deploy with the boats to Vietnam. LT Zacharian, who had already spent 18 months in Vietnam, volunteered for the duty. The Swift Boat personnel were impressed with LT Zacharian from the beginning. He knew the boats, how to operate them and every item of equipment on the boats. LT Zacharian took the boats out for a last minute training exercise. He also ordered the boats into maneuvers that had not been taught in school but there was not the least hesitancy on the part of the crews in carrying out the orders.

How would you identify the response of the Swift Boat crews to LT Daniels and LT Zacharian according to the theoretical approaches to authority?

a. To LT Daniels--acceptance theory
   To LT Zacharian--competence theory

b. To LT Zacharian--acceptance theory
   To LT Daniels--formal authority plus custom

c. To LT Zacharian--formal authority plus custom
   To LT Daniels--acceptance theory

d. None of the above

Question 9.

Which of the following statements best indicates the relationship between the formal authority theory and the acceptance theory?

a. The two theories may not be mutually exclusive.

b. Authority depends essentially on both the traditional social/ownership foundation and the acceptance by subordinates functioning as a group.

c. Both of the above

d. None of the above

Question 10.

Which of the following statements best describes the difference between the authority of a junior officer, his coercive power, and acceptance of his exercise of authority?

a. A junior officer has sufficient authority to accomplish his objectives; but, since his power is usually limited to putting a man on report or otherwise pressing charges against him, he should work on leadership qualities that will gain acceptance for him.

b. A junior officer has little authority or power, but his subordinates are so accustomed to obeying officers that they will automatically accept what authority he chooses to exercise.

c. A junior officer has limited authority, but is given a great deal of power to enforce that authority, so acceptance by his subordinates is of secondary importance.

Question 11.

MIDN Simpson is commander of 4th Company. He has the authority to command his own company, but he can exercise only limited authority over midshipmen in other companies.

Which statement describes this limit to his authority?

a. His authority is limited by the acceptance or rejection of his subordinates.

b. His authority is limited by established procedures (the chain of command).

c. His authority is limited by the tapering concept.

d. All of the above

Question 12.

MIDN Slash has been scheduled for a course of instruction that uses the IBM 1600 computer to present the classroom instruction. The entire course is programed on the computer from core material to tests, remediation, and enrichment. MIDN Slash is eager to get through the course so he can have more free time for pre-June Week activities. Although MIDN Slash has had previous computer instruction, several members of the class have had no background on computers and they find it very time consuming to go through the programs. They constantly need instruction. Because of overall Federal cutbacks last year, the Computer Center was unable to purchase the latest state of the art computer. The single IBM technician available for the 12 terminals does an outstanding job in keeping the classroom in an "up" status. Even so, midshipmen often must sit and wait for the computer on many occasions to cycle the right answer or search for the remediation section.

The constraint that is keeping MIDN Slash from going through the course faster is:

a. A social constraint

b. An economic constraint

c. A technological constraint

d. A physical constraint

Question 13.

A task force is operating under electronic silence. Prior to the execution of a signal for a vital maneuver, visibility is reduced so that visual communications cannot be used.

Which type of constraint is illustrated above?

a. A technological constraint

b. A physical constraint

c. A biological constraint

Question 14.

LTJG Wasserman went straight through for his Ph.D. by the time he was 25, then joined the fleet as officer in charge of a special project. Among those under him were several civilians who had quite a bit of seniority. They frequently questioned his decisions and gave unasked advice.

What constraint is working against his authority here?

a. Lack of status congruency

b. Environment

c. Chain of command

Question 15.

LTCOL Gill, the senior Marine officer at the USNA, called in MIDN McCormick for counseling. MIDN McCormick was impressed by LTCOL Gill's large office, the citations on the wall, the ribbons on his uniform and other indications of a distinguished military career. Responding favorably to all of this, MIDN McCormick heeded the colonel's counsel.

What elements of this situation gave LTCOL Gill status?

a. His title

b. His office arrangements

c. His uniform, with its ribbons and other insignia

d. All of the above

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Six SEGMENT I

REMEDIATION TEXT Syndactic Text, Volume VI-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	b	Summary 1: Page 1
2	c	Summary 1: Pages 2-3
3	d	Summary 1: Pages 1-3
4	a	Summary 2: Page 29
5	c	Summary 2: Pages 29-30
6	a	Summary 2: Pages 30-31
7	d	Summary 2: Page 31
8	a	Summary 2: Pages 29-32
9	c	Summary 2: Pages 29-32
10	a	Summary 2: Pages 29-30
11	b	Summary 2: Pages 29-30
12	c	Summary 3: Pages 65-67
13	b	Summary 3: Pages 65-67
14	a	Summary 3: Pages 65-67
15	d	Summary 4: Page 87

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Six Segment I

ITEM NO.	T. O.	E. O.
1	1	
2	2	
3	3	
4	4	
5	5	
6	6	
7	7	2
8	9	
9	10	1
10	11	
11	12	
12	13	
13	13 & 14	3
14	15	
15	16	

Question 5.

Which statement is theoretically true of authority in the military establishment (according to the formal authority theory)?

a. Authority in the military establishment is granted through Navy Regulations.

b. Authority in the military establishment is granted through traditions and customs.

c. Authority in the military establishment comes from the Geneva Convention.

d. Authority in the military establishment is lodged with the Commander-in-Chief and assigned by him to subordinates.

Ans. d, Ref. 6.1, TO-4/EO-2

Question 77.

ENS Sutherland tells ENS Meadows to write up a report. ENS Meadows does so only after being told to by LT Timmons. Which statement gives the most probable explanation of ENS Meadows' conduct?

a. ENS Meadows did not realize that authority resides in certain positions, and so he rejected ENS Sutherland's authority.

b. ENS Meadows knew that ENS Sutherland's right to command did not necessarily connote his capacity to command; i.e., ENS Sutherland's personal influence was low, and so he rejected ENS Sutherland's authority.

c. ENS Meadows did not like accepting a peer's authority, and so he rejected ENS Sutherland's authority.

d. None of the above

Ans. c, Ref. 6.1, TO-2/EO-1

PART 6 SEGMENT I

T. O. Number	TEST ITEM
1	LTJG Showers is designated as shore patrol officer while the men from his ship are on liberty in San Juan, Puerto Rico. Which of the following would be the basis of his authority over the enlisted personnel ashore? a. The respect the enlisted men have for the shore patrol. b. The Navy regulations that give officers all necessary authority to do their job. c. Both of the above. d. Neither a nor b. correct answer: b

REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
3	MIDN 1/C Thornby is in charge during summer cruise of a detail of third-classmen policing an ammunition locker for painting. MIDN Thornby is also the man who makes up the watchbill. The third-classmen in his detail executed all of his orders to the best of their ability. To what power held by MIDN Thornby were they responding? a. The power to assign tasks and schedule liberty. b. The power to issue a formal reprimand. c. The power to order a transfer to another duty station. d. All of the above. correct answer: a

REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
4	Which of the following paragraphs best describes the origin of authority as applied to business enterprise (according to the formal authority theory)? a. Authority originates with the consumers, who dictate their desires to the representatives of the business. These wishes are then passed up the line through the managers and other executives up to the owners. b. Authority in business enterprise originates with the government, which defines the limitations within which business must operate, then is passed on to the government agency which controls that field of enterprise, then to the corporate head and down through the chain of command within the enterprise. c. The origin of authority in business enterprise is identical with the origin of its capital. The "owner," be it an individual or a group, is the source of authority, which it passes down through a chain of directors, managers, and other subordinates. d. A synthesis of the above. correct answer: c

REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
4	What is the source of authority in the military establishment (according to the formal authority theory)? a. Authority in the military establishment is granted by direct vote of the people. b. Authority in the military establishment is granted by the local government of the area where the facility is located. c. Authority in the military establishment comes from the Geneva Convention. d. Authority in the military establishment is lodged with the Commander-in-Chief and assigned by him to subordinates. correct answer: d
	REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
5	ENS Carpenter, reporting for duty at Norfolk, comes in the gate right at morning colors. He stands at attention and salutes. As he does so, he notices a young Negro petty officer stop, come to attention, and give the Black Power salute. What action can ENS Carpenter take? a. He can immediately bust him back to seaman. b. He can give a verbal reprimand and report him to the OOD. c. All he can do is give a verbal reprimand. d. He can do nothing unless the man is under his direct command. correct answer: b
	REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
6	What is the significance of individual leadership according to the acceptance theory of authority? (a) Individual leadership becomes significant because a leader depends on his ability to win support through his knowledge of human skills. (b) Individual leadership becomes significant because a leader depends on his ability to win support through his ability to communicate. (c) Individual leadership becomes significant because a leader depends on his ability to win support through his knowledge of technical skills. (d) All of these. answer: d

REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
7	Ensign Richardson is performing duties as assistant navigator aboard the battleship USS New Jersey. He is very proficient in the use of the sextant under all conditions, and works out his sights quickly and accurately, knowing precisely what to do, step by step, in the computations and plotting of the various lines of position to establish a fix. The quartermasters in N division respond to Ensign Richardson in an outstanding manner. This example best illustrates which theory of authority? (a) Acceptance. (b) Formal authority. (c) Delegated authority. (d) Competance. answer: d

REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
8	A group of officer candidates are being given the oath of office at the end of their officer training. Which of the following statements form(s) the best description of the theoretical basis of authority exemplified above? a. This is an example of the formal authority theory in that a person of higher position in the hierarchy is granting authority to a person in a lower position. b. This shows the competence theory -- persons who have been trained for certain skills are now being given authority to supervise others performing those skills. c. This shows the acceptance theory -- the men being commissioned have had to prove their ability to lead others as part of their training. d. All of the above. correct answer: d
	REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
9	A lieutenant aboard a heavy cruiser, functioning in his capacity as an assistant department head of the Operations Department, decides he can be more popular and, at the same time, become more of a recognized power if he displays some initiative. Acting on his own, he informs each division officer that he is taking over the administration of special liberty, and that he will back them up all the way for giving deserving personnel all the liberty they want. The division officers recognize immediately that the lieutenant is acting in a way contrary to the Commanding Officer's instruction on administering liberty and they bring this to the attention of the Operations Officer. Which statement best explains the concept of authority illustrated above? (a) The concept that states authority is the power to command others. (b) The concept that recognizes authority does not reside in certain positions. (c) A subordinate must obey a superior unless he deems the action morally wrong. (d) Both a and c. answer: d

REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
10	Which of the following statements best indicates the relationship between the formal authority theory and the acceptance theory? (a) The two theories are not mutually exclusive. (b) Authority depends essentially on both the traditional social/ownership foundation and the acceptance by subordinates functioning as a group. (c) Both a and b. (d) Neither a nor b. answer: c

REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
11	Which of the following statements best describes the difference between the authority of a junior officer, his coercive power, and acceptance of his exercise of authority.? (a) A junior officer's authority stems from his rank alone. (b) A junior officer's real authority comes from the coercive powers delegated to him by the Captain. (c) A junior officer's real authority comes from the acceptance of his role as an officer on the part of his subordinates. (d) All of these. answer: c

REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
12	One of the key officers on the Carrier Division Staff is the Assistant Chief of Staff for Operations. In his discussions with the air group commander, squadron CO's, and the Ship's Commanding Officer, there is no doubt that he exercises considerable influence on the day-to-day air operations performed by the carrier. Yet, he does not exercise authority. Only the Admiral who is Commander of the Carrier Division has the formal right to exercise authority for the Carrier Division. Which statement best describes the limit of the Assistant Chief of Staff for Operations authority? (a) The Assistant Chief of Staff has no real position authority, but has power authority which the others confer upon him. (b) The Assistant Chief of Staff may enter into discussions, persuade, and offer advice, but he has no position authority. He can only indirectly affect the behavior of others. (c) The Assistant Chief of Staff is using his capacity to ensure obedience. (d) The Assistant Chief of Staff is using the authority of his official position. answer: b
	REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
13	During a famous World War II naval battle, Admiral Halsey withdrew his fast carriers and battleships from the area adjacent to Leyte Gulf and steamed northward to engage units of the Japanese Imperial Navy. This left the vital San Bernardino Straits open for passage of Japanese warships. In the battle that followed, the U.S. lost two jeep carriers. Admiral Halsey was too far north to challenge the Japanese fleet which had closed in on Leyte Gulf. Which of the following states the type of constraint faced by Admiral Halsey? (a) An economic constraint. (b) A biological constraint. (c) A physical constraint. (d) All of these. answer: c

REVISION_____DATE:

PART 6 SEGMENT I

T. O. Number	TEST ITEM
16	Ensign Benson has recently reported aboard a CVA and has been assigned to the Operations Department. Commander Riley, the Operations Officer and senior department head, briefs Ensign Benson on the duties of his new job as Communications Watch Officer. Ensign Benson is impressed with Commander Riley's spacious air-conditioned office, the model aircraft on his desk representative of the planes he has flown, and the plaques presented to Commander Riley by the units with which he has done previous duty. What elements of this situation gave Commander Riley status? (a) The items representative of his rewarding career in aviation. (b) Commander Riley's title. (c) Commander Riley's spacious office. (d) All of these. Answer: d

REVISION_____DATE:

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

RESEARCH UNIT EIGHT

(PART SIX, SEGMENTS I, II, III)

CUMULATIVE POST-TEST

EIGHT

Annapolis, Maryland

1970

Question 25.

Which correctly states a definition of authority?

a. The power to direct and control the actions of others

b. The power to secure total obedience from others

c. The power to permit decisions to affect behavior

d. All of the above

Answer: a Ref: I. B. c.

Question 14.

Which correctly describes a concept of authority?

a. Members of organizations recognize the capacity to command as an inherent part of certain positions of authority.

b. Authority refers to an interpersonal relationship in which one individual accepts as legitimate a decision made by another and adjusts his behavior accordingly.

c. Authority may be delegated, but only to specific organizational positions or technically competent individuals.

d. There must be a chain of direct authority relationships from superior to subordinate throughout the entire organization.

Answer: b Ref: I.B.2.c.

Question 13.

Which correctly describes the relationship of authority to power-influence?

a. With or without formal authority, the person with great personal influence can exert considerable power.

b. The leader who has the authority to exercise power will directly and indirectly influence the behavior of others.

c. The amount of influence a leader can exercise over subordinates is governed primarily by the position power derived from his formal authority.

d. Authority is the right to command, while power is the capacity to secure the dominance of one's values or goals.

Answer: d Ref: I.C.1.

Question 26.

Which correctly states the premise of the formal authority theory?

a. A leader can be delegated authority but can exercise only that authority which his subordinates are willing to let him exercise.

b. Authority flows to ownership and then to management and is delegated to invidual leaders.

c. Delegated authority is usually obeyed by subordinates but may be rejected if considered harmful.

d. Authority is delegated to occupants of a position in a hierarchy and is exercised primarily through formal qualities.

Answer: b Ref: I. D. 1. a,

Question 8.

A seaman is repeatedly late to take the watch.

Which correctly states the action a division officer may take?

a. He may administer additional instruction.

b. He may withhold privileges.

c. He may apply substitutional authority.

d. He may reclaim delegated authority.

Answer: a Ref: I.D.1.d.3).c).(3).(q).

Question 9.

Which statement BEST reflects the granting of authority according to the formal Theory of Authority?

a. Authority is granted to specific individuals in the formal chain of command.

b. An officer's possession of formal authority merely reflects his rank or the organizational position to which he is assigned.

c. Authority is granted only to those individuals who have proven themselves to be technically competent.

d. Authority is granted only to capable senior officers in the chain of command.

Answer: b Ref: I.D.1.d.3).b.)

Question 19.

Which correctly states a premise of the acceptance theory of authority?

a. By acceptance of the established hierarchy as legitimate, subordinates concurrently accept the authority and power of the designated leader.

b. Authority depends essentially on the traditional social/ownership foundation.

c. Subordinates actually become the source of authority by their acceptance of the leader's power to make and enforce decisions.

d. Authority is accepted by subordinates if they believe it to be consistent with valid organizational purposes and not at odds with existing directives.

Answer: c Ref: J.D.2.a.

Question 20.

A subordinate rejects the authority of his superior and disobeys an order.

According to the acceptance theory of authority, which of the following is the more credible reason for disobedience?

a. The subordinate's sphere of acceptance was not clearly defined.

b. The subordinate considered the order morally wrong.

c. The subordinate lost confidence in the superior's competence.

d. The subordinate felt that the advantages of disobeying outweighed the advantages of obeying.

Answer: b Ref: I D. 2. c. 2)

Question 12.

Which correctly states the premise of the competence theory of authority?

a. The right to authority does not necessarily connote the competence to use it.

b. Authority involves the competent exercise of social control which rests on the willing compliance of subordinates to certain directives of the leader.

c. Authority flows to ownership and then to management and is delegated to individual leaders who have displayed technical competence.

d. Authority is generated by personal qualities or technical competence.

Answer: d Ref: I.D.3.a.

Question 7.

Which of the following is a valid function of a status system in an organization?

a. To provide organizational incentives

b. To ensure acceptance of the Tapering Concept of authority

c. To facilitate delegation of more authority

d. To ensure that authority is commensurate with responsibility

Answer: a Ref: I.F.1.c.2).

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART SIX

AUTHORITY AND RESPONSIBILITY

Segment II

Why People Accept/Resist Authority

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

WHY PEOPLE ACCEPT/RESIST AUTHORITY

PROGRESS CHECK

Question 1.

During a replenishment at sea operation, the ammunition was piling up on the deck because it was not being struck below fast enough. The junior officer in charge of the replenishment detail said to the petty officer in charge of the ammunition handling, "Let's get it struck below!" The petty officer complied.

Why did he accept this order?

a. He understood the order.

b. He was able to carry it out.

c. It did not conflict with his own best interest.

d. All of the above

Question 2.

SN Smith, aboard an LKA, has 40 days leave coming to him when his ship returns to Norfolk from a deployment with the 6th Fleet. Smith has applied for 20 days leave, since his wife is expecting their first child. The ship's policy on leave, published enroute, states that there will be a maximum of 15 days leave in order to cover manpower requirements and give all hands a chance to take leave. ENS Fox informs SN Smith that he can't approve a 20-day leave. SN Smith remains over leave for a period of 5 days.

Which statement correctly explains why SN Smith did not return from leave on time?

a. SN Smith decided that the advantages and disadvantages accruing to him from not accepting authority outweighed the advantages and disadvantages accruing to him from accepting authority.

b. SN Smith did not feel that the leave policy was consistent with his own personal interests.

c. Both of the above

d. None of the above

Question 3.

ENS Grimm receives a rebuke from his senior. He perceives the senior's rebuke as "unjustified," and therefore believes that the senior holds a grudge against him. Thereafter, ENS Grimm accepts his senior's decisions, but seems to frequently misunderstand directions and does only the minimum work required to implement these decisions.

Which of the following correctly lists both the form of resistance and the source of that resistance in the example above?

a. Avoidance arising from honest differences of opinion

b. Distortion arising from honest differences of opinion

c. Distortion arising from personal hostility

d. Avoidance arising from rejection

Question 4.

A division officer publishes a new set of procedures from the department head which he considers unreasonable. The division officer feels that the actions required will result in tension and resentment in the men. He reacts to the directive by intentionally explaining it incorrectly in order to retain the loyalty of his division PO's and to keep morale high.

Which of the following statements best describes the type of resistance illustrated?

a. Restrictions in upward communication

b. Distortion of directives

c. Both of the above

d. None of the above

Question 5.

ENS Hart was the OOD in port. Stores were being run out by small boat. On completion of unloading, ENS Hart orders the coxswain to return to the landing to pick up the last load. As it is now 1700, the coxswain answers, "But, sir, we haven't eaten yet." The last load is sitting on the pier and must be picked up right away.

How should Mr. Hart handle the situation?

a. Remind the coxswain of his orders and firmly emphasize the necessity for immediate pick-up of the stores.

b. Tell the coxswain that you will see that chow is saved, but that the stores have to be brought out.

c. Let the men go to chow, but make arrangements to have stores guarded on pier for pick-up later.

d. Dismiss the crew so they can go to chow and find a replacement crew to pick up the last load of stores.

Question 6.

On several past occasions LT Beal, a division officer aboard the USS St. Paul, had publicly scoffed and ridiculed his senior petty officers at quarters for their recommendations on a variety of subjects. LT Beal continually reminded his petty officers that they must "go-by-the-book" as he always does. Lately he has observed a lack of initiative and individuality in his division.

The basic cause of LT Beal's subordinates' lack of initiative and individuality is:

a. LT Beal's misuse of his authority

b. LT Beal's use of substitutional authority rather than essential authority

c. LT Beal's inability to communicate with his subordinates

d. LT Beal's own reputation for doing things by "the book."

Question 7.

ENS Stagg is a university graduate in electronic engineering. He is expert in the technical matters of the electronics rating and always seems to have a better way of doing a job. He constantly interrupts his subordinates while they are repairing equipment and corrects them, indicating to them that there are better procedures, which he usually demonstrates.

Which of the following statements best describes the consequences of such actions?

a. ENS Stagg is likely to obtain less than whole-hearted and willing support due to over-reliance on "position" authority.

b. ENS Stagg is likely to cause lowered morale and diminished loyalty of his subordinates due to his arrogance.

c. ENS Stagg is likely to cause resentment among his subordinates and reduction or destruction of their effectiveness due to his over-reliance on professional competence.

d. None of the above

Question 8.

ENS Tipton is JOOW underway. He is very indecisive and hesitates to give orders to the helmsman in a mooring operation. As the situation is becoming confused, the OOD says, "I have the conn," and relieves the JOOW, remedying the situation and completing the mooring operation.

Why did the OOD substitute his authority?

a. The OOD is supposed to personally carry out the mooring operations.

b. The OOD wanted to show the Captain how competently he handles the ship.

c. The OOD did not want his JOOW to look bad in front of the Captain and the enlisted men.

d. The OOD assessed the JOOW's deficiencies or weaknesses in the necessary skills.

Question 9.

The Executive Officer, to have a more efficient organization, issues a revised ship's organization and regulation manual, which changes certain division responsibilities.

The Executive Officer is exercising the principle of:

a. Substitutional authority

b. Essential authority

c. Competent authority

d. All of the above

Question 10.

Which of the following statements correctly defines the concept of essential authority?

a. The concept of essential authority is illustrated when the leader assumes that all his authority comes from his position and fails to recognize and act from his other bases of influence. He sees his position as the essential ingredient of leadership.

b. The concept of essential authority maintains that a leader's authority is essential in most organizational situations. Since there are usually several possible ways to accomplish tasks, efficiency demands an effective decision in the interest of the entire organization.

c. The concept of essential authority maintains that the leader's authority is necessary because of weaknesses or deficiencies in subordinates. Essential authority tends to be self-destructive.

d. The concept of essential authority maintains that the leader must remove all resistance to authority in order to retain the willing support of capable subordinates. Thus, he maintains his authority, which is essential to him as a leader.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Six SEGMENT II

REMEDIATION TEXT Syndactic Text, Volume VI-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	d	Summary 1: Page 1
2	c	Summary 1: Pages 1-3
3	c	Summary 2: Pages 37-38
4	b	Summary 2: Pages 37-38
5	b	Summary 2: Pages 38-39
6	a	Summary 3: Pages 75-76
7	c	Summary 3: Pages 75-76
8	d	Summary 4: Pages 95-96
9	b	Summary 4: Pages 95-96
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Six Segment II

ITEM NO.	T. O.	E. O.
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Question 40.

Which of the following statements correctly describes the concept of "Sphere of Acceptance"--"Zone of Indifference"?

a. The "Zone of Indifference" concept refers to an individual's weighing alternatives and subsequent consequences before accepting or rejecting authority while the "Sphere of Acceptance" concept refers to an individual's unquestioning acceptance of authority.

b. The "Zone of Indifference" and "Sphere of Acceptance" concepts refer to essentially the same idea, i.e., an individual's tendency toward unquestioning acceptance of authority.

c. The "Zone of Indifference" concept refers to an individual's unquestioning acceptance of authority while the "Sphere of Acceptance" concept refers to an individual's probabilities of resisting authority.

d. None of the above

Ans. b, Ref. 6.2, TO-2/EO-3

PART 6 SEGMENT II

T. O. Number	TEST ITEM
1	AB3 Beagle is a member of a carrier catapult crew which has been given the task of removing the deck plates in order to inspect the catapult tubes. Up to this time progress on removing the plates has been rather slow, and the carrier is due to begin flight operations in the morning. The catapult officer orders AB3 Beagle to see that the work is speeded up. AB3 Beagle complied. Why did AB3 Beagle accept the order? (a) He fully understood the order. (b) The order could be mentally and physically complied with. (c) The order was in the best interests of both AB3 Beagle and the carrier. (d) All of the above. answer: d

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PART 6 SEGMENT II

T. O. Number	TEST ITEM
2	ENS Williams told YN2 Brown to complete a quarterly report before going home so it could be submitted to the XO in the morning. For this extra work, he would be allowed to report in late the next morning. After ENS Williams left, YN2 Brown got a standby so he could keep a date with his girl friend. Which statement correctly explains why YN2 Brown did not accept ENS Williams' order? a. He did not believe the order was consistent with his own personal interests. b. He decided that the advantages accruing to him from not accepting plus the disadvantages accruing to him from accepting outweighed the advantages accruing to him from accepting plus the disadvantages accruing to him from not accepting. c. Both d. Neither Answer: c
	REVISION_____DATE:

PART 6 SEGMENT II

T. O. Number	TEST ITEM
2 E.O.2	Which of the following statements accurately describes the possible advantages to a subordinate when he accepts authority? (a) He may avoid possible disciplinary action as well as receiving awards from his seniors. (b) He may avoid having to accept responsibility. (c) Both (a) and (b). (d) Neither (a) nor (b). answer: c

REVISION_____DATE:

PART 6 SEGMENT II

T. O. Number	TEST ITEM
3	A seaman apprentice was reported by the leading PO to the new division officer as being generally useless. ENS Aldritch's investigation found the report to be essentially true. A week later the seaman was put on report by the bos'nmate in charge of side cleaners for shirking duty. In talking to the man, ENS Aldritch discovered that the seaman held several grudges against the Navy and was generally dissatisfied. He claimed that he couldn't perform his duties as a side cleaner because he was afraid of heights, and also that the division PO's were down on him. Mr. Aldritch reprimanded him, then dismissed him. Later, the seaman was again put on report, at which time he requested an undesirable discharge. Further investigation revealed that the previous division officer had instructed his PO's not to assign the seaman to the normal routine duties of mess cook or compartment cleaner because of his educational background (two years of college). Naturally, the PO's had resented this preferential treatment. What were the basic reasons for the seaman's resistance? a. Rejection and hostility. - continued on next page -

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PART 6 SEGMENT II

T. O. Number	TEST ITEM
3	- continued from prededing page - b. Distortion and honest differences of opinion. c. Avoidance and honest differences of opinion. d. Distortion and personal hostility. Answer: a

REVISION_____DATE:

PART 6 SEGMENT II

T. O. Number	TEST ITEM
4	As part of the ship's preparation for the annual administrative inspection, a series of training lectures for seamen and firemen is scheduled. The lectures will prepare the men to better perform their duties in damage control, safety, fire and rescue procedures, man-overboard drill, and at general quarters. These classes are held and the procedures explained. However, few firemen attend because of the workload in the engineering department. The petty officer conducting the training fails to report this, and no effective muster of the class or check on attendance is made by his division officer. Which best describes the type of resistance illustrated? a. Failure in upward communication b. Apathy or "foot-dragging" c. Both d. Neither Answer: a
	REVISION_____DATE:

PART 6 SEGMENT II

T. O. Number	TEST ITEM
4 E.O.1	Which of the following statements best describe the general form of response a leader might employ when he encounters resistance to authority? (a) The leader should apply "oil on troubled waters" and attempt to smooth out the resistance. (b) The leader should ignore the resistance, since there will always be some resistance to authority. (c) The leader should stamp out the resistance, either being harsh and taking positive measures or transfer all subordinates who are not "yes" men. (d) The leader has a variety of responses open to him--there is no single "right way." His primary concern should be to select the response which will benefit the organization. answer: d

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PART 6 SEGMENT II

T. O. Number	TEST ITEM
5	A young division officer has a leading petty officer who acts like a "sea lawyer." He does his job but doesn't go beyond the minimum effort. He always has a good reason why he shouldn't be doing this or that. The division officer, recognizing that his authority is being resisted, decides that he must find a means with which to deal with the problem. Which of the following statements best describes the manner in which the division officer should handle the situation? (a) He should reward his other men for putting forth their best efforts. (b) He should bring the leading petty officer into greater involvement with controversial issues. (c) He should stamp out this resistance with harsh and positive measures. (d) He should force the resistance into the open and smooth the situation out. (e) He should have the man transferred from his division. answer: d

REVISION_____DATE:

PART 6 SEGMENT II

T. O. Number	TEST ITEM
7	LTJG Kazin, the division officer, was having a problem with one of his seamen. The seaman was continually in trouble for some minor infraction. Finally, Mr. Kazin told him, "I'm not letting you go ashore until your attitude changes." What would probably be the consequences of this statement? a. The seaman will feel resentful and act worse. b. The seaman will square away. c. The seaman will try to go ashore anyway. d. The seaman will just shrug it off and not worry about it. Answer: a
	REVISION_____DATE:

PART 6 SEGMENT II

T. O. Number	TEST ITEM
7 E.O.6	Which of the following statements best describes the probable result of a leader's arrogance toward, or disregard for, his subordinates. (a) Demanding treatment of subordinates is acceptable if they realize their leader is able to please his seniors in this manner. (b) The subordinates will resent reduction of their responsibilities due to the excessive centralization of authority. (c) When the leader is concerned with his follower role of pleasing his superior, arbitrary and demanding treatment of subordinates will result in lowered morale and diminished loyalty of subordinates and reduced performance effectiveness. (d) In this case the subordinates will apply the principle of substitutional authority, thus following some other person they have decided to substitute as the leader. answer: c

REVISION_____DATE:

PART 6 SEGMENT II

T. O. Number	TEST ITEM
8	The men in the 2nd Division ran to their stations on hearing the dreaded "man overboard" passed throughout the ship. Arriving at the motor whaleboat, they realized the need for haste if the man was to be recovered in the gathering dusk. ENS Oakes, the division JO, took charge of lowering the whaleboat. However, he failed to notice the bow was being lowered faster than the stern. LT Swift, the division officer, saw this serious development when he arrived on the scene and stepped in and ordered a halt in lowering the boat. Which of the following statements best describe why LT Swift substituted his authority? (a) LT Swift desired to undermine the authority of ENS Oakes. (b) As division Officer it was LT Swift's duty to carry out the responsibility of lowering the boat. (c) A mistake in the lowering of the whaleboat would have caused undue delay in rescuing the man overboard. (d) All of these. answer: c

REVISION_____DATE:

PART 6 SEGMENT II

T. O. Number	TEST ITEM
9	The executive officer, to have a more efficient organization, posts a revised watch bill, substituting and shifting the division responsibilities. The executive officer is exercising the principle of: a. substitutional authority. b. essential authority. c. competent authority. d. all of the above. Answer: b

REVISION_____DATE:

PART 6 SEGMENT II

T. O. Number	TEST ITEM
9	ENS Farnsworth is alert to his command responsibilities. He is not satisfied with the performance of his division petty officers. Their gangs have been performing below their capabilities, showing little involvement with their tasks. Farnsworth's first act is to call together his leading petty officers and counsel them. In doing so, he belittles the entire division and makes them feel inadequate. He threatens them with disciplinary action if performance drops even further. What is the probable cause of the difficulty in this example? a. The division officer is relying too much on suggestion and persuasion by offering advice and entering into discussions in order to influence his men's behavior. b. The division officer is relying primarily on his professional competence to control, and therefore misuses his authority. c. The division officer is relying on his nominal authority to the exclusion of other bases of influence. d. The division officer is exercising essential authority resulting in the arbitrary, demanding treatment of his petty officers. Answer: c
	REVISION_____DATE:

PART 6 SEGMENT II

T. O. Number	TEST ITEM
9 E.O.3	Which of the following statements correctly explains why a leader should not usually be required to apply the principle of substitutional authority over a prolonged period of time? (a) Substitutional authority tends to be self-destructive, since subordinates should overcome their weaknesses and deficiencies, and thus decrease the need for the leader's authority. (b) Substitutional authority tends to be self-destructive, since, when the leader firmly establishes himself as the authority, there will be a decrease in the subordinates' resistance to this authority. (c) Substitutional authority tends to be self-destructive, since as the leader learns to use the various spheres of influence he has, he tends to need to substitute "position" authority less and less to get the job done. (d) Substitutional authority tends to be self-destructive, since as the leader gains experience in the art of leadership, he has a decreasing need to substitute types of authority in particular situations, but rather discovers a set leadership incorporating all types of authority, which will serve him in all situations. answer: a
	REVISION_____ DATE:

Question 10.

Which correctly describes the Tannenbaum Hypothesis?

a. An individual will accept authority if the pros and cons of accepting outweigh the pros and cons of not accepting.

b. An individual will accept authority as falling within his "sphere of acceptance" when past conditioning has reinforced the habitual process of unquestioning obedience.

c. An individual will accept authority without question on the basis of his "zone of indifference."

d. An individual will accept authority if he does not consider it morally wrong or harmful to himself.

Answer: a Ref: II.A.2.

Question 4.

Which correctly states an advantage to a subordinate which influences his acceptance of authority?

a. Contribution to effective communications

b. Reward and/or acceptance by his superior

c. Increase in superior's willingness to delegate authority

d. Reduction of potential lack of organizational stability

Answer: b Ref: II.A.2.a.3).

Question 27.

Which statement correctly refers to the "zone of indifference"?

a. An individual's acceptance or nonacceptance of authority, due to the probabilities of reward or punishment

b. An individual's initial nonacceptance of authority, due to lack of information

c. An individual's half-hearted acceptance of authority, methods, or values

d. An individual's unquestioning acceptance of authority, due to social conditioning

Answer: d Ref: II. A. 3.

Question 11.

Which of the following is paired with "zone of indifference"?

a. Apathy ("foot-dragging")

b. Sphere of acceptance

c. Functional acceptance

d. Resistance by rejection

Answer: b Ref: II.A.3.

Question 5.

A senior notices that one of his subordinates is developing a resistance to authority.

Which of the following correctly states the action the senior should take to overcome the resistance?

a. Confront the subordinate with the problem, discuss it openly, and attempt to resolve the problem.

b. Bring the subordinate into greater involvement by permitting him to contribute ideas and help make decisions.

c. Reward compliance and punish resistance, while attempting to eliminate the source of resistance.

d. All of the above

Answer: c Ref: II.B.3.c.2)

Question 30.

Which correctly states possible evidence of resistance to authority in the military?

a. Failure to meet schedules

b. Avoidance of information or situations

c. Indifference to regulations

d. Unwillingness to accept responsibility

Answer: a Ref: II. B. c. 2).

Question 6.

A leader observes resentment among his subordinates and a reduction in their effectiveness. The subordinates complain to him that their responsibilities have been usurped.

Which correctly states the probable cause of the subordinate's difficulties?

a. The leader's over-reliance on suggestion and persuasion to control

b. The leader's over-reliance on position authority to control

c. The leader's over-reliance on personal influence to control

d. The leader's over-reliance on professional competence to control

Answer: d Ref: II.C.2.b.

Question 29.

Which of the following improper uses of authority results in excessive centralization of authority?

a. The leader's use of position authority alone

b. The leader's arrogance with or disregard for subordinates

c. The leader's over-reliance on his personal professional competence

d. The leader's over-reliance on suggestion and persuasion

Answer: c Ref: II. C. 2. b.

Question 28.

A leader consistently relies solely on authority to control his subordinates.

Which correctly states a probable result of this condition?

a. Reduced initiative of subordinates

b. Rejection of authority by subordinates

c. Diminished loyalty of subordinates

d. Destruction of self-confidence of subordinates

Answer: a Ref: II. C. 3. b.

Question 3.

An overworked leader has several subordinates in his division who are deficient in a particular area. Obviously they are not yet capable of wielding the authority necessary to perform effectively in that area.

According to the principle of substitutional authority, what action should the leader take?

a. Work with subordinates, giving them a clearer definition of objectives and a chance to contribute ideas and make small decisions until their deficiencies are overcome.

b. Use personal influence, rather than authority, to help the subordinates overcome their deficiencies through discussions, exercises, etc.

c. Exercise authority, but at a decreasing rate, while training the subordinates to overcome their deficiencies.

d. Explain the specific deficiencies to the subordinates and very carefully delegate and control the authority for small tasks until such time as they have overcome their deficiencies.

Answer: c Ref: II.D.2.a.2).

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART SIX

AUTHORITY AND RESPONSIBILITY

Segment III

Delegation of Authority/Line-Staff Relationship

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

DELEGATION OF AUTHORITY/LINE-STAFF RELATIONSHIP

PROGRESS CHECK

Question 1.

Select the statement which best clarifies the relationship between delegation of authority and the chain of command.

a. Delegation of authority is an accepted deviation from the formal chain of command which exists in all military organizations.

b. Delegation of authority is a practical concept which allows senior individuals in the chain of command to relinquish responsibility to subordinates.

c. Delegation of authority is a concept whereby subordinates are granted authority by a superior within the chain of command.

d. The chain of command becomes more flexible whenever a superior delegates authority to a subordinate.

Question 2.

LT Wilkens, the Supply Officer of the USS Fletcher, summoned SKs Cherney, Gongwer, and Arena into his office two days prior to the ship's arrival in Hong Kong. LT Wilkens told SK Cherney that he would have authority for recording all transactions which involved purchasing supplies for the ship. SK Gongwer was given authority to inventory and maintain the general stores account. LT Wilkens instructed SK Arena to supervise the work of all those SKs who were not engaged in either purchasing supplies or general stores inventory/accounting.

Select the statement which explains the reason LT Wilkens delegated authority to the three storekeepers.

a. LT Wilkens delegated authority because he wanted to have more free time in port than his duties would normally allow.

b. LT Wilkens delegated authority because he could not personally direct all the activities of his department while in port.

c. LT Wilkens delegated authority because he was not experienced enough to handle the tasks he assigned.

d. LT Wilkens delegated authority because he wanted the storekeepers to accept responsibility for the tasks he assigned.

Question 3.

MIDN 4/c Kimbro was pleased to learn at the end of plebe summer that he was being assigned to the 13th Company in the 3rd Battalion and that the battalion was to be commanded by an old home town, high school and prep school classmate, MIDN Glazer. MIDN Kimbro immediately took advantage of the battalion commander's offer to help in any way he could. MIDN Kimbro took his complaints about harassment from his squad leader, platoon leader and upperclassmen in his platoon straight to MIDN Glazer. MIDN Glazer did not admonish MIDN Kimbro for not following the chain of command and in fact, it was noticeable to the other midshipmen in the same platoon with MIDN Kimbro that the battalion commander was listening and taking action on MIDN Kimbro's complaints.

Select from the following choices the one which best describes the risks involved in the course of action being followed by MIDN Kimbro and MIDN Glazer.

a. The other plebes in MIDN Kimbro's platoon may interpret the apparent success of MIDN Kimbro as the best route to follow for their own complaints.

b. The authority of the upper class midshipmen in MIDN Kimbro's platoon and company is likely to be undermined.

c. The erosion of the authority of the upper class in one platoon is likely to spread to other units in the battalion and there will be a loss of respect for the leaders and an undermining of the mission of the entire unit.

d. All of the above

Question 4.

LT Lowe was the Supply Officer of the USS Carolina. He had been in charge of the Supply Department for one month when he decided that a reorganization was necessary. He was becoming bogged down in the many routine administrative tasks which were his responsibility. In order to free himself of some of these tasks, LT Lowe began an evaluation of his duties to determine which could be delegated to responsible subordinates. He was responsible for purchasing supplies for the ship, payment of the crew, issuance of supplies to the other departments, maintaining the accounting records of all official financial transactions, routine administration of the Supply Department, and the semiannual audit as senior member of the board.

Select the statement which includes those duties LT Lowe may easily delegate to subordinates.

a. LT Lowe may delegate his responsibility for purchasing the ship's supplies and the routine administration of the Supply Department.

b. LT Lowe may not delegate any of his authority since all of his duties are extremely important to the effective functioning of the ship.

c. LT Lowe may delegate such duties as the routine accounting, the actual payment of the crew, and other tasks which he does not possibly have the time to do himself.

d. LT Lowe may delegate his authority to conduct the semiannual audit but he must attend to his other duties.

Question 5.

Select the statement which best describes barriers to delegation.

a. Higher echelon policy prohibits delegation, even though the senior's ego leads him to delegate authority to subordinates who come to him for decisions.

b. A delegator lacks security about his own status, but has confidence in his subordinates.

c. The delegator's time schedule is flexible, and his tasks are of only reasonable importance. In addition, the delegator's ego requires him to retain authority.

d. The delegator lacks security about his own status or the time schedule and importance of the task prevent delegation.

Question 6.

LTJG Holmes orders EN Roberts to remove and replace a faulty oil pump on a diesel engine. He gives EN Roberts four hours to complete the assignment.

From the following choices, select the method of delegation being used by LTJG Holmes.

a. Delegation by results expected

b. Specific delegation

c. General delegation

d. Partial delegation

Question 7.

Marine CAPT Schrewster orders LT Arnold to perform periodic maintenance tests on several stand-by radio transmitters. LT Arnold carefully chooses three technicians for the check-out test. He fully explains the assignment to each of the men. Following the initial briefing, he answers several questions and distributes maintenance manuals which outline the steps for each test, and he supervises the men as they set up the test equipment.

LT Arnold tells the men that the test shouldn't take more than three hours. He then leaves the area, saying he will return in several hours to inspect the final results of the tests.

From the following choices, select the statement describing the manner in which LT Arnold incorrectly controlled delegated authority.

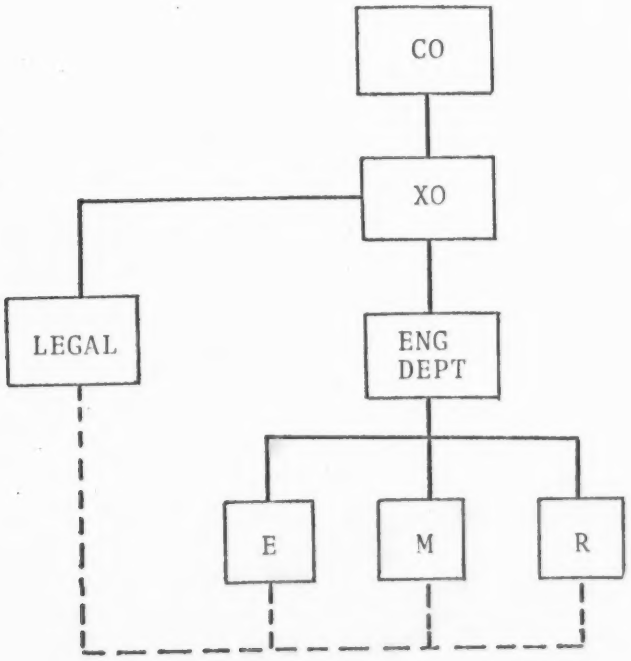
a. LT Arnold delegated too much responsibility.

b. LT Arnold did not exercise proper control over delegated authority during the testing. He should have remained in the general area so that he could make periodic progress inspections and answer whatever questions, if any, developed during the tests.

c. LT Arnold over-controlled the authority he delegated and explained too much to the subordinates, which tended to stifle their initiative.

d. LT Arnold neglected to require periodic progress reports on the progress of the mission.

Question 8.



Select the statement which correctly explains the positions of line and staff authority which are represented by the diagram above.

a. The CO and XO are line officers, whereas the Chief Engineer and Legal Officer are staff officers.

b. The CO and Chief Engineer are line officers, and Legal Officer and XO are staff officers.

c. The CO, XO, and Chief Engineer are line officers, and the Legal Officer has a staff function.

d. The CO, XO, and Legal Officer are line officers and the Chief Engineer has a staff function.

Question 9.

Marine LT Moller commanded a Combined Action Platoon in Phu Loc District. He normally received his orders directly from the G-5. For the past three months his platoon had operated in Phu My village and the village had been completely pacified due to the efforts of Moller's CAP Team. LT Jurgens of G-5, at III MAF HQS in Da Nang, was given functional authority over the pacification effort in Thua Thien Province, since the G-5 was busy with other matters. LT Jurgens chose Phu Nhu village as the CAP Team's new assignment. Phu Nhu had a history of being an exceptionally peaceful village, with little evident Viet Cong influence. LT Moller suggested that his team be assigned to Phu Hoa village instead, since it was located along an important VC supply route. Moller emphasized the importance of gathering intelligence in addition to providing a showplace model for the pacification effort. LT Jurgens said that repeated attempts had been made to pacify Phu Hoa, but all had been unsuccessful. LT Moller maintained that LT Jurgens had little knowledge of the realities of the situation.

Select the statement which correctly states the next step LT Moller and Jurgens should take to resolve their conflict.

a. LT Jurgens should inform LT Moller that his decision is final, and that other considerations were more important than those LT Moller suggested.

b. LT Moller should subtly point out to LT Jurgens the fact that he was more experienced in pacification matters.

c. Both LT Moller and LT Jurgens should discuss their differences with the G-5, who will decide what village should be pacified next.

d. The G-5 should be informed of the conflict, and LT Jurgens should use his position to influence him.

Question 10.

From the following choices, select the statement that correctly describes the change in authority of a staff officer who is delegated a functional authority.

a. When a commander chooses to delegate authority to line officers or other subordinates to accomplish a special task it is termed "functional."

b. When a commander chooses to delegate to certain staff officers, or other subordinates, a special temporary authority status, it is termed "functional."

c. When a commander chooses to delegate authority through a chain of command for a special purpose it is termed "functional," and it is for an indefinite time.

d. When a commander chooses to establish a chain of direct authority relationship from superior to subordinate throughout the entire organization it is termed "functional."

Question 11.

Refer to Question 9, in which LT Moller, a CAP team leader, and LT Jurgens, a G-5 staff officer, disagreed over the assignment of Moller's CAP team to Phu Nhu village.

Select the statement which describes the advantages and disadvantages of functional authority as illustrated by the above situation.

a. LT Jurgens' functional authority is advantageous because he is now being used more efficiently than before. It is disadvantageous since LT Jurgens cannot be held accountable for his actions.

b. LT Jurgens' functional authority is advantageous because he had extensive experience as a CAP team leader before assuming a staff position. It is disadvantageous because LT Jurgens could be more effectively utilized as a CAP team leader.

c. LT Jurgens' functional authority is advantageous because it relieves the G-5's burden of decision making in special functional areas. It could be disadvantageous because the G-5 possibly over-delegated authority to LT Jurgens.

d. All of the above

Question 12.

From the following choices, select the statement that correctly describes the governing factors involved in line-staff relationships.

a. The function and authority of the senior commander are the governing factors in line-staff relationships.

b. The authority granted to staff officers and the interrelationship of the senior commander are the governing factors in line-staff relationships.

c. The behavior and attitude of the senior commander are the governing factors in line-staff relationships.

d. The "by direction" authority and functional authority of the senior commander are the governing factors in line-staff relationships.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Six SEGMENT III

REMEDIATION TEXT Syndactic Text - Vol VI-B

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3	d	Summary 1: Pages 2-3
4	c	Summary 2: Pages 27-28
5	d	Summary 2: Pages 28-29
6	a	Summary 3: Pages 47-48
7	b	Summary 3: Pages 47-48
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9	c	Summary 4: Pages 63-64
10	b	Summary 4: Pages 63-64
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Six Segment III

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Question 37.

Select the statement that correctly describes the definition of functional authority.

a. Line authority involved in pure staff officer situations in which the staff officer has authority over his subordinates in the staff section

b. Command authority which is delegated to staff positions, but is limited to a specific activity and is removed when that activity is completed

c. Non-command authority concerned with investigating, planning, recommending, advising, and assisting

d. The authority in an organization that operates along a vertical hierarchy of commanders from the highest to the lowest echelons

Ans. b, Ref. 6.3, TO-13/EO-1

PART 6 SEGMENT III

T. O. Number	TEST ITEM
1 (EO-2)	From the choices below, select the functions which can accrue to a junior officer through the process of delegation. 1. Responsibility for the mission assigned. 2. Authority to make decisions pertinent to the operations of his unit. 3. Authority to direct the work of subordinate personnel involved in the mission for which he is responsible. 4. Authority to plan the activities of his unit. a. 1 and 2 b. 2 and 4 c. 1 and 3 d. 3 and 4 correct answer: b
	REVISION_____ DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
2 (EO-2)	Select the statement below which is a reason why delegation of authority is important to a subordinate. a. Delegated authority permits the subordinate to be totally responsible for the task he is assigned. b. Delegation of authority permits the subordinate to show other subordinates that he is more skilled. c. Delegation of authority assures the subordinate that he will be promoted more readily. d. Delegation of authority is an important step in developing the abilities and enhancing the potentials of subordinates. correct answer: d

REVISION_____DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
3 (EO-1)	Which of the following choices correctly explains the scalar principle? a. There must be a chain of indirect authority relationships from superior to subordinate throughout the entire organization. b. There must be a chain of direct authority relationships from subordinate to superior throughout the entire informal organization. c. There must be a chain of direct authority relationships from superior to subordinate throughout the entire organization. d. There must be a chain of direct authority relationships throughout individual organizations which will reflect the relationships of the informal organizations. correct answer: c

REVISION_____DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
4	LT Morse, commander of a Seabee unit, was ordered by his Battalion Commander to begin construction on a new warehouse. Two days after his unit had begun excavating the foundation, CAPT Holtz, the base Security Officer, ordered LT Morse to cease work immediately. CAPT Holtz claimed that the land under construction was supposed to be the site of a new officers' club. Select the statement below which explains the proper action LT Morse should follow. a. LT Morse should explain the orders he received from his Battalion Commander to CAPT Holtz, and then continue construction. b. LT Morse should cease construction immediately and return to Battalion Headquarters to receive a new assignment. c. LT Morse should explain his orders to CAPT Holtz, execute Holtz's orders if he is persistent, and then report to his Battalion Commander as soon as possible. d. LT Morse should continue construction as before and send a message to Battalion Headquarters about the situation. correct answer: c
	REVISION_____DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
6	LT Grimes, V-5 Division Officer, was faced with an immediate problem. Eight of the ship's airplanes were in need of major repair before they could resume combat flights. The V-5 Division possessed the capacity to perform the necessary repairs without outside assistance. LT Grimes realized that he could not possibly supervise the repair operation as was usual. CPO Burriss was a competent supervisor, but lacked the expertise to offer correctional advice when complex repair problems arose. LT Grimes informed CPO Burriss of the gravity of the situation, Burriss' response was not reassuring. LT Grimes noted very little concern among the Aviation Machinists, and remembered how he found it necessary to maintain a frequent watch over their previous repair operations. Select the statement below which correctly identifies the barriers to delegation which exist in the above situation. a. LT Grimes lacks security about his own status. He fears that CPO Burriss will prove to be a better supervisor than himself. b. LT Grimes lacks confidence in CPO Burriss and feels he can perform the supervision better. LT Grimes feels that the men of V-5 Division are not properly motivated to accept more responsibility. --Continued on next page--
	REVISION_____ DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
6	--Continued from preceding page-- c. LT Grimes must accomplish the repair task as rapidly as possible, since the airplanes are engaged in combat missions. d. b and c correct answer: d
	REVISION_____ DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
6	Refer to TO-6 in which LT Grimes is faced with the problem of repairing eight damaged aircraft. Select the statement below which states the effect determinants to delegation should have on LT Grimes' decision about how much authority he should delegate in order to accomplish his mission. a. LT Grimes will probably have to delegate much authority to CPO Burriss because the time factor involved is of utmost importance. b. LT Grimes will probably have to delegate some new authority to CPO Burris, but he must retain most of it himself, foregoing more routine duties in favor of the repair operation. c. LT Grimes should probably replace CPO Grimes with a more experienced man who could motivate the Aviation Machinists to perform better. d. LT Grimes should not delegate any authority because the barriers he faces are insurmountable. correct answer: b
	REVISION_____ DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
7 (EO-1)	From the choices below, select those which are barriers to delegation. 1. Ego of subordinates require an officer to retain authority 2. Time schedule and importance of tasks 3. Delegator lacks confidence in his own capabilities 4. Delegator constrained by higher echelon policy against delegation a. 1 and 4 b. 2 and 3 c. 2 and 4 d. 1 and 2
	correct answer: c
	REVISION_____DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
8	LTJG Kaplan was the Electronics Material Officer aboard the USS Cutlass. Since his duties were being expanded, he decided that increased delegation was an absolute necessity. Kaplan chose ET2 Kendall to assume authority over the repair of the search radars. Although ET Kendall was an extensively trained technician, he received the news of his increased authority with mixed emotions and told LTJG Kaplan that he was uncertain about his capabilities. Select the statement below which describes the action LTJG Kaplan should take to overcome the barrier that exists in delegating authority. (a) LTJG Kaplan should send ET Kendall to Advanced Electronics School for intensive training. (b) LTJG Kaplan should advise ET Kendall to consult the ship's psychologist, so that he might overcome his confidence problem. (c) LTJG Kaplan should delegate some authority to ET Kendall and offer his assistance and advice, thereby developing Kendall's self-confidence. (d) LTJG Kaplan should delegate authority over the radars to ET Kendall and then keep a constant watch over him so that Kendall does not make any mistakes. Correct answer: c

REVISION_____DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
8 (EO-1)	From the choices below, select those which are actions a senior should take to overcome barriers to delegation which he recognizes in his subordinates. 1. Train subordinates to enable them to function properly. 2. Delegate some authority to build subordinates' self-confidence. 3. Delegate the authority necessary for the task involved. 4. Train the subordinates to accept responsibility for the tasks that they might be confronted with in the future. a. 1 and 2 b. 2 and 3 c. 1 and 3 d. 3 and 4 correct answer: a
	REVISION_____DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
9 (EO-1)	From the choices below, select the statement that best describes the concept of delegation by results expected. a. The delegator states what is to be expected and when he expects it to be done. b. The delegator confers upon the subordinate the right to make commitments, use resources, and take actions necessary to perform the assigned duties. c. The delegator uses the chain of command to officially implement his orders. d. The delegator states what is expected, where he expects it to be done, and by whom. correct answer: d
	REVISION_____ DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
11 (EO-2)	From the choices below, select the statement which correctly defines staff authority. a. Command authority which is concerned with investigating, planning, recommending, advising and assisting. b. The basic authority is an organization which operates along a vertical hierarchy of commanders, from the highest to the lowest echelons. c. Non-command authority which is concerned with investigating, planning, recommending, advising and assisting. d. The basic authority is an organization which is responsible for evaluating the planning recommendations from lower echelons. correct answer: c
	REVISION_____DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
12 (EO-1)	From the choices below, select the statement that describes the correct procedure when a disagreement between line and staff arises. a. Line and staff should resolve the dispute without external assistance. b. The highest ranking line officer indirectly involved in the dispute should have final authority. c. Line and staff should appeal to higher line authority. d. Line and staff should appeal to higher staff authority. correct answer: c
	REVISION_____ DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
14 (EO-2)	From the choices below, select the words which correctly complete the following statement. Authority granted to sign documents "by direction" of the commanding officer_____permit the_____officer to sign routine orders and letters for the commander. a. does, line b. does not, line c. does not, staff d. does, staff correct answer: d
	REVISION_____DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
15	From the list of choices below, select the combination of terms which correctly indicates the governing factors involved in a staff-line relationship. 1. Behavior of senior commander. 2. Authority of senior commander. 3. Function of senior commander. 4. Attitude of senior commander. a. 1 and 2 b. 3 and 4 c. 1 and 4 d. 2 and 3 correct answer: c
	REVISION_____DATE:

PART 6 SEGMENT III

T. O. Number	TEST ITEM
16 (EO-3)	From the choices below, select the statement that best describes the steps for improving staff-line relationships. 1. Improve understanding of basic authority relationship by improving communications and training. 2. Develop a clear concept of the actual interrelationship of authority in the organization. 3. Maintain a strict definition of duties to foster effective independent activities to accomplish the organization's mission. 4. Staff-officers and echelon commanders should maintain a strict chain of command since these contacts are in the same higher echelon and advisory group. 5. Stress interdependence, not separation (competition), of staff and line organizations and leaders. Teamwork accomplishes the mission. a. 1, 2, and 5 b. 2, 4, and 5 c. 1, 2, 3, and 4 d. 2, 3, 4, and 5 correct answer: a

REVISION_____DATE:

Question 23.

A senior has delegated authority to one of his subordinates. According to the dual characteristic of delegation, which action can the senior take?

a. Punish the subordinate if he is unsuccessful

b. Make suggestions on how to exercise the authority

c. Reclaim the authority from the subordinate

d. Continue to direct the subordinate's activities

Answer: c Ref: III. A. 2. c.

Question 24.

Which correctly states the importance of delegation?

a. Improves the discipline of subordinates

b. Increases the morale of subordinates

c. Maintains the chain of command

d. Strengthens the authority relationship

Answer: b Ref: III. A. 3. d.

Question 22.

A senior informs a subordinate that he is overriding the normal chain of command and then issues his order(s).

Which action should the subordinate take?

a. Take into consideration the senior's sphere of authority before carrying out his order(s)

b. Notify the Commanding Officer about the circumstances as soon as possible

c. Appraise the senior concerning his orders from his normal chain of command

d. Obtain permission from his normal chain of command senior to carry out the new order(s)

Answer: c Ref: III. A. 4. b. 1)

INTRODUCTION TO PSYCHOLOGY
AND LEADERSHIP

RESEARCH UNIT EIGHT
(PART SIX,
SEGMENTS I, II, III)

CUMULATIVE POST-TEST

EIGHT

Question 1.

On what factor does the scope of authority that is to be delegated to a subordinate depend?

a. The attitude and mood of the senior

b. The area of authority which the senior possesses

c. The area of authority the subordinate already possesses

d. The willingness of the subordinate to accept responsibility

Answer: b Ref: III,B.3.

Question 2.

Which correctly states a barrier to delegation?

a. Subordinate lacks security about his status.

b. Subordinate's "sphere of acceptance" is too small.

c. Senior's sphere of authority is not clearly defined.

d. Senior lacks security about his own status.

Answer: d Ref: III,B.4.d.

Question 15.

A senior recognizes in one of his subordinates an unwillingness to accept responsibility or criticism.

Which action should the senior take to overcome this?

a. Discuss the matter with the subordinate to gain his confidence and support

b. Delegate some authority to the subordinate to build his self-confidence

c. Engage the subordinate in participative discussion of objectives

d. Consult with the subordinate and involve him in the decision making process

Answer: b Ref: III.B.5.b.2).

Question 16.

A senior has delegated authority to a subordinate for a specific task.

Which correctly states a technique by which the senior can control this delegation?

a. Preview with subordinate the direction of the task

b. Be available for consulting on various problems

c. Ensure that standards are established

d. Ensure that the authority is commensurate with the responsibility

Answer: a Ref: III.B.8.b.1).

Question 17.

A senior wishes to delegate authority for the accomplishment of a specific nonrecurring activity. It is understood that, upon completion of the task, the delegated authority will be canceled.

How should the leader delegate the authority?

a. Delegate line authority to the most capable subordinate

b. Delegate line authority to an appropriate staff position

c. Delegate functional authority to the most capable subordinate

d. Delegate functional authority to an appropriate staff position

Answer: d Ref: III.c.3.a.

Question 18.

Which correctly states an advantage of functional authority?

a. Improves relationship between line and staff

b. Makes best use of expert knowledge

c. Maintains effective communications

d. Increases delegate's sense of responsibility for decisions

Answer: b Ref: III.C.3.c.1).

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART SIX

AUTHORITY AND RESPONSIBILITY

Segment IV

Responsibility

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

RESPONSIBILITY

PROGRESS CHECK

Question 1.

Select the statement which best clarifies the meaning of the NavRegs Art. 0701 statement to the effect that responsibility of the Commanding Officer is absolute.

a. Authority to perform and accomplish a specific task is absolute and derives from the fact that responsibility flows from the superior to the subordinate.

b. Authority to perform a specific task may be delegated, but responsibility is absolute and always remains with the Commanding Officer.

c. The responsibility of the Commanding Officer is subject to the limitations prescribed by law and lessens in proportion to the amount of delegated authority.

d. Responsibility of the Commanding Officer is absolute, due to the fact that all authority is derived from the acceptance of responsibility.

Question 2.

Select the statement which correctly describes the relationship between authority and responsibility.

a. Authority to perform and accomplish a specific task may be delegated. The contingent responsibility for the task flows in a like manner from the superior to the subordinate.

b. Responsibility for the performance of a specific task varies inversely with the amount of authority delegated.

c. Authority and responsibility are nearly identical concepts and flow equally from the superior to the subordinate.

d. The authority to perform and accomplish a specific task flows from the superior to the subordinate, and responsibility is the obligation which is exacted from the subordinate to accomplish the task. When an individual delegates authority, he cannot relinquish his responsibility. In addition, authority and responsibility should be commensurate.

Question 3.

CDR Donovan ordered LT Sisler to have all the 5-inch and 8-inch gun barrels cleaned and ready for inspection by Saturday morning. LT Sisler assigned this task with the appropriate delegated authority to ENS Rudeen. ENS Rudeen had planned to visit his parents Thursday and Friday; he told the CPO that the barrels were clean enough and did not need further cleaning.

Select the statement that describes the appropriate action ENS Rudeen should have taken.

a. ENS Rudeen should have told CDR Donovan that the gun barrels were clean enough for inspection.

b. ENS Rudeen should have had the men do a quick cleaning job, and reported the success to CDR Donovan.

c. ENS Rudeen should have had the men clean the barrels as LT Sisler stated.

d. ENS Rudeen should have delegated his authority and responsibility to the CPO.

Question 4.

Returning from class at 1455, MIDN Lawrence finds a note on his desk stating that he is to report to the OOW at the Main Office as soon as possible. MIDN Lawrence had earlier been directed by the coach of the pistol team to report for a special meeting at the range at 1500. Since there is no time to contact the pistol team coach, MIDN Lawrence reports, without delay, to the OOW at the Main Office.

Select from the following statements the action required of MIDN Lawrence since he deviated from the pistol team coach's orders.

a. No special action required. MIDN Lawrence should report to the pistol range as soon as possible after seeing the OOW.

b. MIDN Lawrence, reporting to the pistol range late, should ask the coach to telephone the OOW and verify his reason for arriving late.

c. MIDN Lawrence should report to the pistol range as soon as possible, quietly join the meeting and apologize for being late.

d. MIDN Lawrence should report to the OOW, explain that he has been ordered to the pistol range at 1500, and request permission to telephone the team coach.

Question 5.

Marine Captain Willow, stationed at Quantico, Virginia, is the Commanding Officer of a rifle company. Captain Willow was a track star in college and later as a 2-LT at Quantico.

The Base Special Services Officer has explained to the Base Commander that the base needs an experienced track man to direct the Marine Corps Relays held each spring, and requests that CAPT Willow be approached on accepting this additional responsibility.

From the following alternatives, select the one which best describes the action CAPT Willow should take when officially offered the additional responsibility of being the Track Coach.

a. CAPT Willow should accept the additional responsibility with the understanding that, if and when the duty becomes too time-consuming, another party will be found to replace him.

b. CAPT Willow should discuss the matter with his immediate superior and, if the superior does not object, accept the additional responsibility.

c. CAPT Willow should not accept responsibility for the spring relays unless he is assured the full cooperation of all organizations whose personnel will be participating.

d. CAPT Willow should ask to be relieved of his duties as rifle company commander, so that he may accept the responsibilities of Director of the Relays.

Question 6.

LTJG Ranzan was Officer-in-Charge of the Heavy Equipment Repair Section, Naval Support Activity Command, based in Da Nang. Most of the construction projects were completed and his men had been idle for two months; the CPO's were discouraged by the busy work forced on them by this situation. Marine Headquarters then decided to construct an Air Facility at Marble Mountain. This arduous job resulted in many bulldozer and truck malfunctions, and LTJG Ranzan's section was suddenly at work again.

Select the proper response LTJG Ranzan should make with this opportunity to motivate his CPO's.

a. LTJG Ranzan should supervise the repair operations until he is assured that the CPO's are capable of performing the task.

b. LTJG Ranzan should delegate responsibility to the CPO's so that they will be motivated to develop a keener sense of authority.

c. LTJG Ranzan should delegate more authority to his CPO's so that they will become more motivated, and thus develop a greater sense of responsibility.

d. LTJG Ranzan should motivate his CPO's by retaining his authority and utilizing it with aggressiveness.

Question 7.

The USS Marblehead was on a good-will tour in a foreign port. To insure that good will prevailed, CAPT Simpson allowed the men liberty ashore in small groups, each supervised by a junior officer. ENS James took his group ashore. After a period of time, he noticed that one of his men was drinking too much and creating some problems. Realizing that he was in a position to rectify the situation, ENS James returned him to the ship.

From the following choices, select the statement that correctly describes the action taken by ENS James.

a. ENS James acted on his primary responsibility: to further the assigned mission, i.e., a good-will tour in a foreign port.

b. ENS James' action was taken to punish the man for poor conduct.

c. ENS James' action was taken to set a hard example for the other men through his exercise of authority.

d. ENS James' action was necessary to return the man safely to the ship, even though liberty was still in effect.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Six SEGMENT IV

REMEDIATION TEXT Syndactic Text - Volume VI-B

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1	b	Summary 1: Pages 1-2
2	d	Summary 1: Pages 1-4
3	c	Summary 1: Pages 1-2 Summary 2: Page 27
4	d	Summary 2: Pages 27-29
5	b	Summary 2: Pages 27-29
6	c	Summary 1: Pages 1-4 Summary 2: Page 27
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Six Segment IV

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PART 6 SEGMENT IV

T. O. Number	TEST ITEM
1	From the following choices, select the statement which best clarifies the meaning of the NavRegs Art.0701 statement to the effect that responsibility of the commanding officer is absolute. a. The responsibility of higher authority for the acts of subordinates is absolute; authority may be delegated but ultimate responsibility always rests with the higher authority. b. Responsibility of the commanding officer is absolute in that his duty requires that he make subordinates responsible for their tasks. c. The responsibility of higher authority for the acts of subordinates is absolute in that any responsibility of the subordinate is derived from that of the commanding officer. d. All of the above. correct answer: a

REVISION_____DATE:

PART 6 SEGMENT IV

T. O. Number	TEST ITEM
2	From the following statements, select the one which correctly describes the relationship between authority and responsibility. a. The authority to perform and accomplish a specific task flows from the superior (senior) to the subordinate, and responsibility is the obligation which is exacted from the subordinate to accomplish the task. When an individual delegates authority, he cannot relinquish his responsibility. In addition, authority and responsibility should be coextensive. b. The authority to perform and accomplish a specific task is contingent upon the complexity of the task. Responsibility is in direct proportion to the status of the individual within the organizational structure. c. The authority to perform a specific task is restricted to the individual initiating the task, whereas the responsibility is dispersed to all those involved in its accomplishment. d. Authority and responsibility are mutually exclusive concepts. Authority refers to directive management of a specific task and may not be shifted. Responsibility is the result of managerial directives and may be divided as authority is delegated. correct answer: a
	REVISION_____DATE:

PART 6 SEGMENT IV

T. O. Number	TEST ITEM
2 (EO-5)	From the following choices, select the statement which correctly defines the relationship to be maintained between authority and responsibility. a. When duties are assigned and responsibility exacted for accomplishment of those duties, sufficient authority to perform the duties must be delegated to the subordinate being held responsible, because responsibility can be exacted only to the extent that decision-making authority is delegated. b. Authority and responsibility should be coextensive. c. Authority should always be slightly greater than responsibility in order to instill adequate confidence in the delegatee performing the task. d. a and b correct answer: d

REVISION_____DATE:

PART 6 SEGMENT IV

T. O. Number	TEST ITEM
2 (EO-6)	From the list of statements below, select those which identify the consequences of responsibility outweighing authority. 1. When responsibility outweighs authority, the delegatee will be motivated to perform at a higher level and thereby earn more authority. 2. When responsibility outweighs authority, the delegatee may become embarrassed. 3. Responsibility without adequate authority may result in diminished loyalty to the organization by the delegatee. 4. When responsibility outweighs authority, the delegatee may become frustrated. a. 1, 3, and 4 b. 1, 2, and 4 c. 1, 2, and 3 d. 2, 3, and 4 correct answer: d
	REVISION_____ DATE:

PART 6 SEGMENT IV

T. O. Number	TEST ITEM
3 (EO-1)	Select the statement below which correctly defines responsibility, when viewed internally with respect to the mission. a. Responsibility can be readily delegated within the internal organizational structure. b. Responsibility cannot be assumed except by staff officers who advise the commander. c. Responsibility is the obligation of the subordinate to heed all practical advice from the commander and his staff. d. Responsibility is the obligation of the subordinate to perform the duty he has been assigned. correct answer: d
	REVISION_____ DATE:

PART 6 SEGMENT IV

T. O. Number	TEST ITEM
4 (EO-2)	Select from the list below the responsibility which has top priority. 1. The group or organization 2. Individuals in the group or organization 3. One's superiors (mission) 4. Oneself (family, social groups) a. 2 b. 3 c. 1 d. 4 correct answer: b
	REVISION_____ DATE:

PART 6 SEGMENT IV

T. O. Number	TEST ITEM
5 (EO-1)	Select the statement below which is the result of a leader's deviation from his delegated authority. a. The leader must accept less delegated authority in the future. b. The leader must strive to conform to the formal leadership codes that his commander established. c. The leader must accept full responsibility for his decision not to follow the orders. d. The leader should not be concerned with deviation as long as he accomplishes his assigned mission. correct answer: c
	REVISION_____ DATE:

PART 6 SEGMENT IV

T. O. Number	TEST ITEM
6 (EO-1)	Select the statement below which specifies how a junior officer may apply the part of the principle of leadership which states "seek responsibility." a. The junior officer should seek the advice of a senior officer whenever he can. b. The junior officer should not copy the admirable qualities of his seniors, but rather develop his own unique qualifications. c. The junior officer should accept assignments that others reject, thereby exhibiting a desire to conform to the formal organizational structure. d. The junior officer should understudy functions of his seniors thoroughly to be prepared to accomplish any assigned task whenever the opportunity arises. correct answer: d
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PART 6 SEGMENT IV

T. O. Number	TEST ITEM
7 (EO-1)	Select the statement which specifies how a junior officer may apply that part of the principle of leadership which states that a leader should develop a sense of responsibility among his subordinates. a. A junior officer should delegate authority equally among his subordinates. b. A junior officer should delegate authority to those subordinates who are qualified. c. A junior officer should delegate responsibility to those subordinates who are qualified. d. A junior officer should reward those who accept additional authority, and reprimand those who do not. correct answer: b
	REVISION_____ DATE:

PART 6 SEGMENT IV

T. O. Number	TEST ITEM
9 (EO-1)	From the choices below, select the statement which correctly defines moral responsibility. a. The obligation of each military leader to promote and safeguard the personal, moral, physical, and spiritual well-being, and the general welfare of the personnel under his authority b. The obligation of each military leader to maintain his personal moral conduct at the level befitting his station as officer in the U. S. Navy. c. The obligation of each military leader to promote and safeguard the moral standards of the organization to which he belongs. d. All of the above correct answer: a
	REVISION_____ DATE: